

**BY ORDER OF THE COMMANDER
YOKOTA AIR BASE**

YOKOTA AIR BASE INSTRUCTION 10-203

9 MAY 2012



Operations

**YOKOTA CRISIS ACTION
TEAM (CAT) OPERATIONS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*. This instruction aligns with AFI 10-207, *Command Posts*, and AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*. It applies to the 374th Airlift Wing (374 AW) subordinate and tenant units. It does not apply to the ANG or AFRC. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the fields through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System Records Disposition Schedule located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>. This instruction may not be supplemented.

1. General. The Yokota Crisis Action Team (CAT) provides the 374 AW Commander (374 AW/CC) a seamless, integrated, and effective command and control (C2) organization. Under the Commander's authority, this organization executes command responsibilities during crises and contingencies which exceed that of normal day-to-day C2 structures and consists of retaining, to the maximum extent possible, the mission capabilities of Yokota Air Base. When activated, the CAT is capable of devoting its full time and attention to how crises affect mission execution and is charged with eliminating or alleviating detrimental mission impact. The ability to plan, direct, coordinate, and exercise C2 of all wing forces is inherent to CAT operations. 374 AW/XP manages the CAT program and its facilities on behalf of 374 AW/CC.

2. CAT Locations. The primary location for the CAT is within the 374 AW Command Post (374 AW/CP) restricted area, in the basement of Building 315. The alternate location is the 2nd floor of Bldg 955.

3. CAT Organization and Functions. The CAT maintains the ability to conduct 24-hour operations, which normally consists of two 12-hour shifts. The commander or designated alternate can direct full CAT activation or assign a smaller, tailored contingent in response to specific command requirements. Members may also be released after full activation based upon further delineation of requirements. Full CAT activation includes the Commander's Senior Staff, the CAT Staff, Group Representatives, and the Advisory Support Staff. Squadron Commanders are not required in the CAT location, but in the case of full activation, will report to their Unit Control Centers and monitor communications via DCO. Additional personnel may be tasked to join or brief the CAT as the situation dictates. As a matter of clarification, unless otherwise directed by the 374 AW/CC or designated alternate, all organizations noted above will assemble upon CAT activation.

3.1. The Commander's Senior Staff consists of the Vice Commander, the Operations (OG), Maintenance (MXG), Mission Support (MSG), and Medical Group (MDG) Commanders, and the Command Chief. The 515th Air Mobility Operations Group (AMOG) Commander may join the Senior Staff, as required. The Senior Staff executes overall command and control to ensure the Wing's mission and the installation's support functions continue to the maximum extent possible.

3.2. The CAT Staff consists of the Director, Executive Officer, Administrative Staff, CSA, and Support personnel.

3.3. The CAT Group Representatives consist of members from the OG, MXG, MSG, MDG, and Wing Staff Agency (WSA). A member from the 730 AMS may also join the CAT, as required.

3.4. The CAT Advisory Support Staff (full activation) consists of members from the Anti Terrorism Office (ATO), Staff Judge Advocate, Safety, Public Affairs, Weather, Intelligence, and the Installation Deployment Officer (IDO). All positions will meet with the CAT for the initial activation.

4. Roles and Responsibilities:

4.1. The **Commander, 374th Airlift Wing (374 AW/CC)** or designated alternate will:

4.1.1. Direct 374 AW to assume a readiness posture, when necessary.

4.1.2. Order activation of the CAT in response to HHQ direction or when deemed necessary.

4.1.3. Establish and utilize a Battle Rhythm as conditions permit.

4.1.4. Utilize the CAT to execute command and control of the 374 AW.

4.1.5. Prioritize CAT activities.

4.1.6. Weigh and select presented Courses of Action (COA).

4.1.7. Order implementation of directives, plans, or checklists to meet local or HHQ requirements.

4.1.8. As required, approve and/or direct changes to Alarm, MOPP, and FPCON conditions.

4.1.9. Deactivate the CAT when it is no longer required.

- 4.2. The **Vice Commander, 374th Airlift Wing (374 AW/CV)** will:
 - 4.2.1. In the absence of the 374 AW/CC, perform duties outlined in paragraph 4.1.
- 4.3. All **374 AW Group Commanders and Wing Staff Agency Chiefs** will:
 - 4.3.1. Assemble with the CAT or as directed.
 - 4.3.2. Designate a Group representative and provide oversight of assigned tasks/responsibilities (374 AW/XP assigned personnel do not count toward this requirement).
 - 4.3.3. Assume responsibility for and identify a Point of Contact (POC) as a liaison for matters pertaining to CAT manning and training.
 - 4.3.4. Ensure personnel are available 365 days a year to staff applicable CAT positions.
- 4.4. The **Commander, 374th Operations Group (374 OG/CC)** will:
 - 4.4.1. Provide one FGO to act as CAT Director.
 - 4.4.2. Provide one NCO to act as CAT Admin.
 - 4.4.3. Provide one Airman to act as CAT Support.
- 4.5. The **Commander, 374th Maintenance Group (374 MXG/CC)** will:
 - 4.5.1. Provide two NCO's to act as CAT Admin.
- 4.6. The **Commander, 374th Mission Support Group (374 MSG/CC)** will:
 - 4.6.1. Provide four Airmen to act as CAT CSA's.
- 4.7. The **Commander, 374th Medical Group (374 MDG/CC)** will:
 - 4.7.1. On an occasional basis, provide one Airman or NCO alternate to act as CAT Admin or Support (Exercise purposes only; if necessary, request will be submitted by 374 AW/XP to the 374 MDG/CC).
- 4.8. The **Commander, 515th Air Mobility Operations Group (515 AMOG/CC)** will:
 - 4.8.1. At the 515 AMOG Commander's discretion, provide one Airman or NCO to act as CAT Admin or Support. There is no requirement, however, if the 515 AMOG/CC requests additional representation in the CAT, one of the above positions will be made available.
- 4.9. The **Commander, 374th Comptroller Squadron (374 AW/CPTS)** will:
 - 4.9.1. Provide two CGO's (WSA included, but outside of XP and CP) to act as CAT Execs.
 - 4.9.2. Provide one Senior NCO (WSA included, but outside of XP and CP) to act as CAT Admin.
 - 4.9.3. Provide three Airmen to act as CAT Support.
- 4.10. The **Chief, Wing Plans and Exercises (374 AW/XP)** will:
 - 4.10.1. Manage CAT development/operations on behalf of the 374 AW/CC.

- 4.10.2. Ensure adequate manning and process training is available to all CAT members.
- 4.10.3. Serve as the primary CAT Director.
- 4.10.4. Provide two CGO's to act as CAT Execs.
- 4.11. The **Wing Exercises and Inspections (374 AW/XPI) and Plans (374 XPP)** sections will:
 - 4.11.1. Develop and structure individual CAT workstations to be current and consistent.
 - 4.11.2. Provide training to CAT members through regularly scheduled exercises.
 - 4.11.3. Verify CAT readiness.
 - 4.11.4. Manage facilities pertaining to CAT operations.
- 4.12. The **Chief, Command Post (374 AW/CP)** will:
 - 4.12.1. Ensure that the integrity of the primary CAT facility remains in good order to include standard desktop configurations and resources.
 - 4.12.2. Collaborate with 374 AW/XP to synchronize CP and CAT operations.
 - 4.12.2.1. Coordinate a smooth transition from a day-to-day operational status to that of a crises/contingency when the CAT activates.
 - 4.12.2.2. Coordinate Command Post's resumption of normal C2 when the CAT stands down following a crisis/contingency.
 - 4.12.2.3. Serve as the secondary CAT Director and will assemble with the CAT until alternate duty shifts have been coordinated.
 - 4.12.3. Disseminate Alarm, MOPP, FPCON, and other official announcements over the Installation Notification and Warning System.
- 4.13. The **Chief, Public Affairs (374 AW/PA)** will:
 - 4.13.1. Advise 374 AW/CC and the CAT on media concerns.
 - 4.13.2. Regulate internal and external information flow as required/directed.
 - 4.13.3. Disseminate Alarm, MOPP, FPCON, and other official information via the Commander's Channel and Wing Marquee.
- 4.14. The **Chief, Safety (374 AW/SE)** will:
 - 4.14.1. Advise 374 AW/CC and the CAT on safety concerns.
- 4.15. The **Staff Judge Advocate (374 AW/JA)** will:
 - 4.15.1. Advise 374 AW/CC and the CAT on legal concerns.
- 4.16. The **Wing Chaplain (374 AW/HC)** will:
 - 4.16.1. Advise 374 AW/CC and the CAT on spiritual and/or moral concerns.
- 4.17. The **Wing Historian (374 AW/HO)** will:
 - 4.17.1. Track significant events for official record.
- 4.18. The **374 SFS/CC** will:

4.18.1. Advise 374 AW/CC and the CAT on threat-based Installation Defense Plan implementation.

4.18.2. Be prepared to brief the CAT as required/requested.

4.19. The **ATO** will:

4.19.1. Advise 374 AW/CC and the CAT on force protection concerns to include recommendations for threat-based Barrier Plan initiation.

4.19.2. Be prepared to brief the CAT as required/requested.

4.20. The **Installation Deployment Officer (IDO)** will:

4.20.1. Advise 374 AW/CC and the CAT on HHQ taskings that may impact Yokota Air Base deployment/reception activities and/or operations.

4.20.2. Be prepared to brief the CAT as required/requested.

4.20.3. Provide situational status updates to the CAT regarding DRCC operations.

4.21. **Weather (374 OSS/OSW)** will:

4.21.1. For any CAT activation resulting from weather related phenomenon, have a representative positioned in the CAT for the duration of the event.

4.21.2. Advise 374 AW/CC and the CAT on weather-related concerns and the potential for detrimental mission impact.

4.21.3. Be prepared to brief the CAT as required/requested.

4.22. **Intel (374 OSS/IN)** will:

4.22.1. Advise 374 AW/CC and the CAT on threats and/or Intelligence to include mission related implications. Intelligence personnel will be positioned in the CAT for the duration of the event or until formally released.

4.22.2. Be prepared to brief the CAT as required/requested.

4.23. The **CAT Director** will:

4.23.1. Direct the CAT on behalf of 374 AW/CC.

4.23.2. Supervise and implement CAT processes and checklists.

4.23.3. Filter/interpret communication of HHQ messages to CAT leadership and staff, as applicable.

4.23.4. Direct/manage Yokota CAT Directives (YCD's), as required.

4.23.5. Foster effective communication between the EOC (if active) and CAT leadership.

4.23.6. For situational awareness, provide mission execution and installation readiness status updates to the 374 AW/CC.

4.24. The **CAT Exec** will:

4.24.1. Support the CAT Director with administration of the CAT.

4.24.2. Serve as primary action officer for consolidation, preparation, and presentation of briefings and checklists.

4.24.3. Draft/issue YCD's.

4.24.4. Disseminate changes to Alarm, MOPP, and FPCON conditions via DCO and UL/UC2 and ensure CAT/EOC acknowledgment.

4.24.5. When directed, stand-up the alternate CAT facility.

4.25. The **CAT Admin** will:

4.25.1. Support the CAT Director and CAT Exec with the administration of the CAT.

4.25.2. Serve as primary action officer for the display of information (screen management).

4.25.3. Assist the CAT Exec with briefings, YCD management, DCO administration, and UL/UC2 utilization.

4.25.4. Coordinate with the CAT CSA's, the 374 AW/XP ADPE account holder, and the 374 CS to ensure computer systems and communications equipment in the CAT function properly.

4.25.5. Serve as tertiary runner for comm-out operations.

4.25.6. Assist the CP in securing classified materials when the CAT relocates/evacuates.

4.26. The **CAT CSA** will:

4.26.1. Serve as the primary liaison for communications and system issues to include trouble ticket and work order tracking.

4.26.2. Assist CAT personnel with technical advice and systems functionality.

4.26.3. Serve as secondary runners for comm-out operations.

4.26.4. When directed, assist the CAT Exec with alternate CAT activation.

4.26.5. Assist with additional duties as required/directed by the CAT Staff.

4.27. The **CAT Support** will:

4.27.1. Assist the CAT Staff with the administration of the CAT.

4.27.2. Assist CP personnel with controlling access to the facility.

4.27.3. Track YCD compliance reported by CAT Group Representatives.

4.27.4. Serve as the primary runner for comm-out operations.

4.27.5. Assist with additional duties as required/directed by the CAT Staff.

4.28. All **CAT Group Representatives** (WSA, OG, MXG, MSG, and MDG) will:

4.28.1. Bear responsibility for tracking recalls and accountability of individual Group personnel.

4.28.2. Provide an avenue for UCC's to elevate issues to senior leaders.

- 4.28.3. Provide an avenue for senior leaders to request information or disseminate guidance.
- 4.28.4. Serve as focal points for all inter-unit coordination and communication.
- 4.29. The **OG Representative** will serve as the CAT focal point for:
 - 4.29.1. ATO/Flying schedule execution.
 - 4.29.2. Tracking of all Yokota Air Base flight missions to include those in transit.
 - 4.29.3. Aircrew status and availability.
 - 4.29.4. Airfield capability and status.
 - 4.29.5. Airflow coordination with the 730 AMS Representative.
- 4.30. The **MXG Representative** will serve as the CAT focal point for:
 - 4.30.1. Aircraft generation.
 - 4.30.2. Maintenance status for all aircraft on Yokota Air Base.
- 4.31. The **MSG Representative** will serve as the CAT focal point for:
 - 4.31.1. Deployment processing and/or reception status.
 - 4.31.2. Transload status.
 - 4.31.3. NEO throughput/origination status.
 - 4.31.4. Status of all mission support capabilities (bed-down, messing, comm., CE, etc.).
- 4.32. The **MDG Representative** will serve as the CAT focal point for:
 - 4.32.1. Medical issues outside the scope/capabilities of the EOC.
 - 4.32.2. Bio-Environmental issues outside the scope/capabilities of the EOC.
- 4.33. The **730 AMS Representative** will serve as the CAT focal point for:
 - 4.33.1. Coordination between the 374 AW and the 515 AMOG, 730 AMS, AMC, and TACC.
 - 4.33.2. Issues impacting 515 AMOG, 730 AMS or AMC missions.
 - 4.33.3. Airflow coordination and communication with the OG Representative.

5. CAT Activation.

- 5.1. 374 AW/CC directs 374 AW/CP to activate the CAT IAW YOKOTA ABI 10-202.
- 5.2. The 374 AW/CC determines CAT composition if other than that of full activation. Special instructions will be issued along with activation notification and will include report time and location as a minimum.
- 5.3. CAT members will ensure that their units have a current personnel accountability status if a recall is in-progress, as applicable.
- 5.4. When an increased readiness posture is warranted, the 374 AW/CC can place the CAT in a "Warm Status," which consists of the CAT Staff readying the facility and monitoring message traffic.

6. Briefings. The CAT possesses the capability to stream briefings to UCC's and other recipients via Defense Connect Online (DCO). Slide inputs for briefings will be due according to a set schedule to be released following CAT activation. The 374 AW/CC will establish expected briefing times.

7. CAT Operation. The CAT will operate on a checklist-centric, process-driven construct.

7.1. The use of checklists (electronic or hardcopy) in response to events or situations is mandated to the maximum extent possible. Recurring tasks will be documented alongside checklist execution and referenced after completion. CAT operations, to include associated checklists and processes, will remain in a constant state of improvement and refinement. During Exercises or "real world" responses, CAT members will annotate and/or document their recommendations accordingly. The 374 AW/XP Chief is the approval authority for CAT checklists and will manage and work toward their development and refinement as necessary. Forward any checklist or process inputs to 374 AW/XP as applicable.

8. Methods of Communication.

8.1. **Phone Lines** provide connectivity to worldwide DSN, commercial/off-base landlines, and government cell phones. The CAT possesses limited STE equipment/capability.

8.2. **VoSIP** provides for secure communication of classified information, but is dependent upon SIPR Network connectivity.

8.3. **E-mail** via NIPR and SIPR Networks utilizing individual addresses, mailing lists, and organizational boxes is a major avenue for written communications and the transfer of files.

8.4. **Defense Connect Online (DCO)** is available on both, NIPR and SIPR Networks, and may be utilized for text-based communication, voice-over, file transfer, collaborative workspace, screen sharing, and briefings.

8.5. **UL/UC2** provides a common operating picture for all agencies with the capability to graphically plot points-of-interest and display alarm notifications.

8.6. **Shared Drives** are available on both NIPR and SIPR Networks.

8.7. **SharePoint** is available on both NIPR and SIPR Networks.

8.8. "**Comm-out**" communications will be accomplished via runners. The CAT Support member will be primary, one of the two CAT CSA personnel will be secondary, and a member of the CAT Admin staff will be tertiary options.

8.9. The CAT Admin member will maintain a comprehensive phone and mailing list and will provide connection instructions to access computer systems as necessary.

9. Yokota CAT Directives (YCDs). CAT directives will be utilized to disseminate pertinent command guidance and information to UCC's.

9.1. Utilizing the UL/UC2 venue, YCD's provide a readily available and traceable means of notifying all 374 AW units of relevant Command guidance. UCCs and Group Representatives will follow tracking/receipt instructions presented on YCDs, as applicable. The CAT Director is the YCD release approval authority.

9.2. YCDs will identify unit/installation applicability/non-applicability when utilized during exercises.

10. Training Requirements.

10.1. Training must be completed prior to performing duty as a CAT member.

10.1.1. Personnel working in the CAT are required to complete Air Force Emergency Response Operations (AERO), Command and Control (C2) computer-based training found on the AF Advanced Distributed Learning System, local AERO C2 training to be scheduled and administered by 374 CES/CEX, and CAT composition and functional responsibilities (initial CAT training) to include evacuation and relocation procedures administered by 374 AW/XP.

10.1.1.1. 374 AW/XP will provide initial CAT training opportunities in the primary CAT facility. At a minimum, training will be scheduled prior to exercises and/or quarterly. 374 AW/XP will also provide UL/UC2 training, as needed.

10.2. SIPR Network, UL/UC2, and DCO access is a requirement for all CAT members, complete all training and establish functional accounts for each.

10.3. A Line Badge granting access to the Command Post is a requirement for admittance to the primary CAT facility. See your local Security Manager for process guidance.

10.4. Group Commanders and WSA Chiefs are responsible for ensuring that their designated (IAW 4.3.2.) representatives are adequately trained on CAT operations, individual Group responsibilities and capabilities, and have the resources and access required to fulfill their duties.

11. Operations Security (OPSEC).

11.1. CAT members will follow strict OPSEC procedures at all times. It is the responsibility of all personnel to properly safeguard sensitive and classified material and to properly dispose of such information when no longer needed. Refer to the Critical Information List for further guidance.

12. Communications Security (COMSEC).

12.1. Ensure that all two-way communication devices are left outside of the secure facility.

12.2. To the maximum extent possible, all information will be passed via secure communications. On an exceptional basis, as determined by the 374 AW/CC, certain communication restrictions may be lifted.

12.2.1. SIPR Network and VoSIP communications are the standard. If unable, unclassified information should be sent via encrypted NIPR Network email, the utilization of Land Mobile Radios (LMR), and/or the use of runners, when applicable. If a situation precludes the use of all other options, DSN lines will be primary over that of commercial land lines or cell phones.

12.2.2. To avoid OPSEC/COMSEC violations, when handling inadvertent non-secure communications, defer to the following procedure. When answering a non-secure line, state to all in the vicinity, "open line." Once the call is complete, state "closed line." The same procedure will be used for secure calls using the terminology, "secure up/down." Personnel will not open a non-secure line when a secure call or discussion is in progress and vice versa.

12.3. As funding allows, all work stations within the primary CAT facility will be equipped with push-to-talk handsets.

13. Battle Rhythm.

13.1. A Battle Rhythm is subject to situational development and current leadership guidance. The 374 AW/CC, in coordination with the CAT Director, will establish a Battle Rhythm as conditions permit.

13.1.1. For Exercise purposes, senior leaders will changeover and receive briefings at 0700 and 1900 local time. For a seamless transition between shifts, leadership on the CAT floor should plan changeover to include overlap and time to build continuity.

14. Physical Security/Entry Control.

14.1. The primary CAT facility is within the 374 AW/CP Restricted Area. Command Post personnel have authority and control over entry procedures.

14.2. Members without the appropriate line badge access must be signed in on a visitor's registry and escorted while in the restricted area.

15. Relocation. The alternate location for the CAT is the second floor of BLDG 955. Relocation procedures will be according to the CAT RELOCATION CHECKLIST. 374 AW/XPI will verify and manage the mission capability of the alternate facility.

16. Deactivation. The CAT Director will release the CAT from duty when directed by the 374 AW/CC. The CAT Director will coordinate with the EOC, when active, to release UCC personnel to their respective commanders for deactivation.

17. Coordinating Agencies. Attachment 2 depicts applicable command relationships.

17.1. The 374 AW Command Post (CP) is the primary agency authorized to communicate higher headquarters direction to operational organizations. CP is the only installation C2 function authorized to receive and process Emergency Action Messages (EAM) and prepare and transmit AF operational reports (AF OPREP-3). The CP provides C2 support to wing and tenant units to include relaying command direction, flight following, and operational reporting instructions.

17.1.1. 374 AW/XP will coordinate with CP to ensure seamless, integrated, and effective CAT operations.

17.2. The Emergency Operations Center (EOC) is activated by the 374 AW/CC in response to emergencies and/or recovery efforts during incidents that exceed normal, steady-state capability. The EOC is the focal point of support for an Incident Commander concerning operations at an incident site. The EOC is comprised of 15 Emergency Support Functions (ESF) to include additional functional experts and agencies, as required.

17.2.1. During a contingency, the EOC may be activated by the 374 AW/CC during or in anticipation of emergency response and recovery requirements.

17.2.2. The EOC will provide situational awareness to the CAT regarding all incidents and recovery efforts that have the potential to negatively impact Yokota Air Base mission capabilities. For all other cases, incident status reports will be relayed to the CAT as conditions permit.

17.2.3. To provide visibility to the entire installation, the EOC will plot incidents and chemical zone conditions via UL/UC2

17.2.4. When on-scene requirements surpass the installation's capabilities to include local capabilities acquired through Mutual Aid Agreements (MAAs), the EOC will seek non-local support through the CAT.

17.2.5. As a general understanding, the primary mission of the EOC will be emergency management and support, while the CAT will focus on retaining Yokota Air Base mission capabilities. This does not preclude effective communications nor limits the ability to work together as particular situations may dictate.

MARK R. AUGUST, Colonel, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 10-2, *Readiness*, 6 Nov 2012

AFI 10-207, *Command Posts*, 1 Feb 2012

AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 24 Jan 2007

AFMAN 33-363, *Management of Records*, 1 March 2008

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AF—Air Force

AFI—Air Force Instruction

AFMAN—Air Force Manual

C2—Command and Control

CAT—Crisis Action Team

COMSEC—Communications Security

CC—Commander

DCO—Defense Connect Online

EAM—Emergency Action Messages

EOC—Emergency Operations Center

ESF—Emergency Support Functions

FSC—Flight Service Center

IAW—In Accordance With

LM—Local Manufacture

LMR—Land Mobile Radios

LRS—Logistics Readiness Squadron

MAA—Mutual Aid Agreement

OPSEC—Operations Security

Attachment 2

COMMAND RELATIONSHIPS

Figure A2.1. Coordinating Agencies

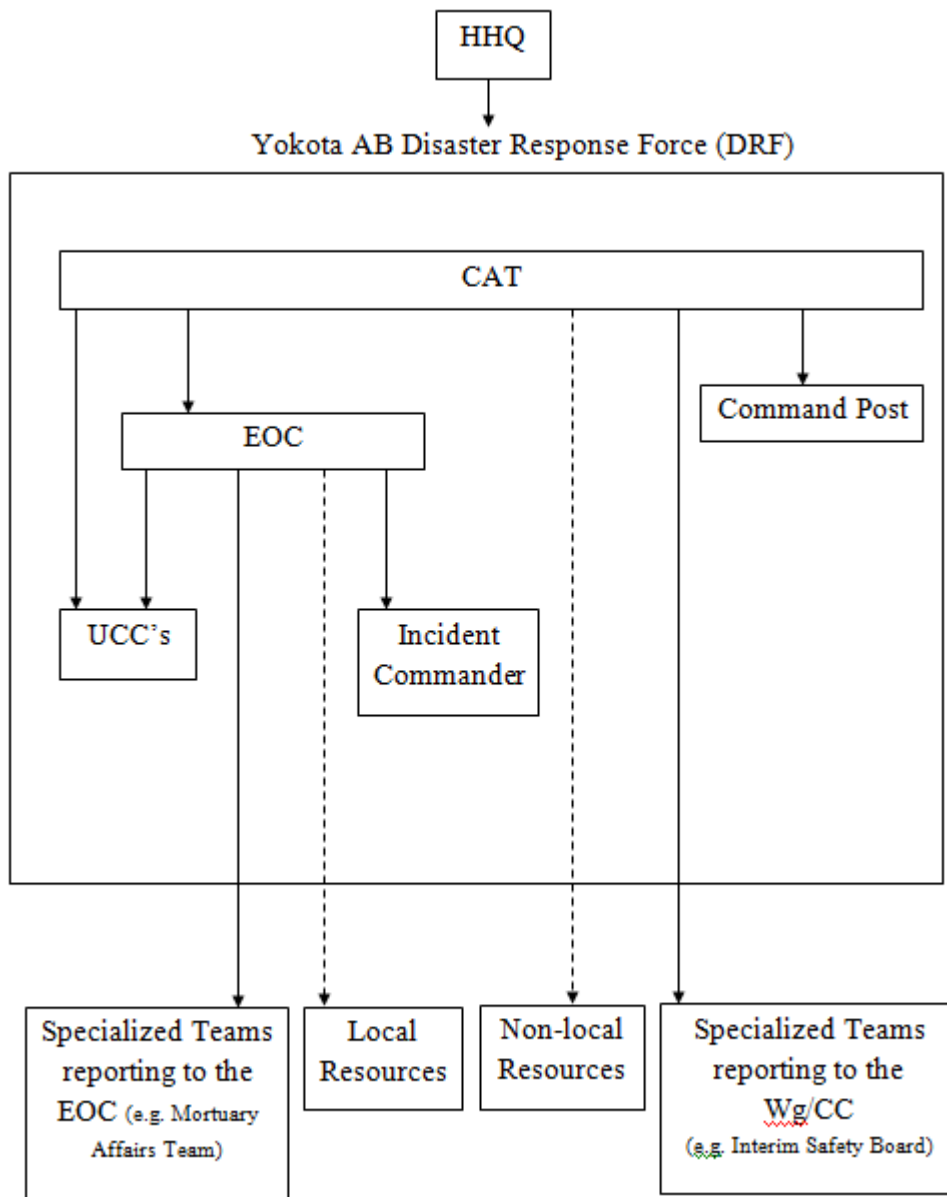


Figure A2.2. Yokota Crisis Action Team (CAT)